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CONSULTANT'S REPORT ON THE MONTANA WAGE AND SALARY SURVEY

Prepared by the
Bureau of Business and Economic Research
School of Business Administration
University of Montana
Missoula, Montana

for the
Department of Administration
Personnel Division

September 1974

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INTRODUCTION

The Bureau of Business and Economic Research, University of Montana, has served as a consultant to the Department of Administration, Personnel Division, in connection with a wage and salary survey conducted by the Division during summer 1974. The objective of the survey was to estimate the range of wage rates and the statewide average wage rate paid by businesses and local governments for selected occupations (key classes) common in state government. Such information would be helpful in developing a pay schedule for state government employees.

The overall responsibility for the survey lay with the Personnel Division, Department of Administration. The services provided by the Bureau of Business and Economic Research included sample design, and the compilation of the resulting data into summary reports. This report will describe these and other procedures followed in the survey.

SURVEY METHODOLOGY

Selection of Key Classes

Due to the time constraints of the project, the selection of occupations for which wage data would be collected (key classes) was made by the Personnel Division at the same time the BBER was preparing the sampling design. The Personnel Division, with the assistance of experts from the U.S. Civil Service Commission, reviewed the spectrum of state job classifications and selected those which it felt could serve as benchmark positions in the development of a new state pay schedule. In addition to selecting occupations (key classes) common to many state governmental departments and expected to be found in many private firms, a selection of more specialized occupations was added to provide feedback on the reclassification of all state jobs which had recently been completed by the Personnel Division.

The proposed list of key classes was divided into three lists: those occupations which the state government recruits predominately from (1) the labor force within the state, (2) within the region, and (3) the nation. Several of the occupations appear on two lists for comparison purposes.

National Survey

Ten key classes were selected for the national survey and the salary data was obtained from the International Personnel Management Association (IPMA) Pay Rates in the Public Service, April 1974. This study annually surveys 159 city, county, municipal, and state agencies for 87 common job classes and reports the salary range for each jurisdiction. The sample size for the ten key classes selected ranged from 21 to 47 states (Montana excluded). The states of Wyoming and Mississippi did not participate in the survey. Table 1 lists the key class title, series,[1] grade, and comparable IPMA title. Appendix A contains the summaries of the data for the national sample. Salaries are expressed as monthly rates of base pay.

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[1] The series number is a unique identification number assigned to each of the state occupation titles by the Personnel Division.

Table 1

National Survey Key Classes

Montana's Title	Series	Grade	IPMA Title
Computer Programmer II	020026	G-12	Computer Programmer
Business Manager IV	169109	G-14	Institutional Manager
State Planner IV	199008	G-14	City Planner
Veterinary Livestock Inspector	073005	G-14	Veterinarian
Auditor, Supervisor I	160011	G-15	Auditor "B"
Education Supervisor I	099015	G-15	Education Consultant
Management Analyst III	020023	G-15	Senior Analyst
Dentist	072002	G-17	Dentist
Psychiatrist I	070001	G-17	Psychiatrist
Physician II	070008	G-19	Physician

Regional Survey

The Personnel Division selected Washington, Oregon, Idaho, Wyoming, North Dakota, and South Dakota as the states to survey in the regional sample. Mail questionnaires were sent to the personnel departments of the six state governments, requesting the current monthly salary range for state government employees in each of 76 key classes selected for the regional sample. Telephone follow-ups were necessary to obtain the data from all the states. Table 2 contains the key classes selected for the regional sample. Of the 76 regional key classes, one appears on the national survey and 19 appear on the in-state survey for comparison purposes. Appendix B contains summaries of the regional survey data, with an average minimum and maximum based on the number of states reporting information in each respective key class.

In-State Survey

The BBER recommended that the number of key classes for the in-state survey be held to 40 or 50 fairly broad occupations to insure that a sufficient number of employees could be identified to produce reliable

Table 2

Regional Survey Key Classes

Montana's Title	Series	Grade
Correctional Officer	372005	G-8
Psychiatric Aide II	355009	G-9
Right of Way Agent II	191010	G-10
Licensed Practical Nurse I	079001	G-10
Accountant I	160013	G-11
Landscape Architect I	019005	G-11
Forester I	040011	G-11
Statistician I	020015	G-11
Training Officer I	166007	G-11
Fish and Game Warden I	379004	G-11
Pharmacist II	074003	G-11
Soil Scientist I	040023	G-11
Social Worker I	195008	G-11
Highway Patrol Officer II	375002	G-11
Bank Examiner I	160035	G-12
Chemist I	022004	G-12
Civil Engineer-in-Training	005042	G-12
Sociologist I	054013	G-12
Pharmacist III	074004	G-12
Social Worker II	195009	G-12
Editor I	132001	G-12
Geologist I	024003	G-12
Job Analyst I	166005	G-12
Professional Nurse I	075001	G-12
Accountant III	160015	G-13
Landscape Architect III	019007	G-13
Forester III	040013	G-13
Soil Scientist II	040024	G-13
Statistician III	020017	G-13
Training Officer III	166009	G-13
Chemist II	022005	G-13
Editor II	132002	G-13
Geologist II	024004	G-13
Job Analyst II	166006	G-13
Electrical Inspector	824001	G-13
Plumbing Inspector	862005	G-13
Fishery Management Biologist	041025	G-13
Archivist II	101002	G-13
Administrative Officer I	169011	G-13

Table 2 - continued

Regional Survey Key Classes

Montana's Title	Series	Grade
Bank Examiner II	160036	G-14
Civil Engineer II	005016	G-14
Sociologist II	054014	G-14
Psychologist II	045005	G-14
Lawyer II	110002	G-14
Pilot II	196002	G-14
Data Processing Systems Analyst	012009	G-14
Personnel Officer II	166013	G-14
Curator III	102004	G-15
Vocational Training Director	097001	G-16
Montana Bicentennial Commission Director	187017	G-16
Gross Vehicle Weight Division, Administrator	169079	G-17
Transportation Specialist	184003	G-17
Superintendent, Institution I	187021	G-17
Chief, Mental Health Bureau	195035	G-17
Dentist	072002	G-17
Personnel Division Administrator	166022	G-18
Forestry Division Administrator	040002	G-18
Rehabilitation Services Division, Administrator	169096	G-18
Enforcement Division Administrator (Fish and Game)	379013	G-18
Montana Historical Society Director	052001	G-18
Chief, Employment Service Bureau	166036	G-18
State Librarian	100005	G-18
Deputy Director Department of Fish and Game	169099	G-19
Deputy Director Department of Social and Rehabilitation Services	169100	G-19
Superintendent Institution III	187023	G-19
Workmen's Compensation Division, Administrator	169130	G-20
Engineering Division Administrator (Highway)	005002	G-20
Deputy Director Department of Revenue	169105	G-20
Deputy Director Department of Administration	160072	G-20

Table 2 - continued

Regional Survey Key Classes

Montana's Title	Series	Grade
Administrator Investments Division	020001	G-20
Physician III	070009	G-20
Deputy Director, Department of Institutions	169102	G-20
Psychiatrist IV	070004	G-21
Clinical Director	041001	G-23
Psychiatrist V	070005	G-24
Superintendent, Institution V	187025	G-25

results. The Personnel Division expressed the desire to add to that number to provide additional data, since this was the first wage survey it had conducted. The BBER concurred that the list could be expanded without degrading the overall survey, but also that an insufficient number of employees would probably be identified in many key classes due to the degree of specialization of some of the occupations.

At the Bureau's recommendation, a multi-stage stratified sample was used to obtain wage and salary rates paid by private industry and local governmental units within the state for the 62 key classes selected by the Personnel Division to comprise the in-state survey. Table 3 contains the key classes selected for the in-state survey.

Sample Design. The sample elements were defined to be the employees in the state which fall into the key classes for the in-state portion of the survey. The size of the population of sample elements was unknown and not available from existing sources. Therefore, it was necessary to assume that the distribution of the sample elements follows the distribution of total employment in the state. In other words, it appeared safe to say that the chance of finding key class positions would be much higher in areas of high employment concentration and therefore such areas should be well represented in the sample. Also, it was desirable to limit the geographical area to be covered in the survey because of the limited number of interviewers available to the Personnel Division. Private firms and local government units were used as sampling units to locate concentrations of employees.

State 1: Montana's counties were separated into two strata, one composed of counties with concentrated employment and the other composed of counties with lower employment levels.

Table 3

In-State Survey Key Classes

Montana's Title	Series	Grade
File Clerk I	206001	G-3
Clerk Typist I	209001	G-4
Food Service Worker I	311001	G-4
Keypunch Operator I	213001	G-4
Custodial Worker I	382001	G-5
Liquor Store Clerk I	223003	G-5
Switchboard Operator I	235001	G-5
Clerk Stenographer II	202002	G-6
Security Guard II	372002	G-6
Service Station Attendant	915001	G-6
Accounting Clerk II	219002	G-7
Brand Inspector I	413003	G-7
Child Care Attendant, School I	355001	G-7
Cook I	315001	G-7
Equipment Operator I	919004	G-7
Nurses Aide I	355005	G-7
Personnel Clerk II	205002	G-7
Secretary I	201001	G-7
Warehouse Worker II	922002	G-7
Correctional Officer	372005	G-8
Draftsman II	017005	G-8
Eligibility Technician	195001	G-8
Survey Aide II	018010	G-8
Weighing Station Operator I	224001	G-8
Appraiser I	191001	G-9
Barber	330001	G-9
Clerk Supervisor II	219015	G-9
Equipment Operator II	919005	G-9
Laboratory Technician I	029004	G-9
Legal Secretary II	201009	G-9
Maintenance Worker II	899002	G-9
Psychiatric Aide II	355009	G-9
Administrative Assistant II	169008	G-10
Butcher	316001	G-10
Engineering Technician II	018003	G-10
Equipment Mechanic II	620002	G-10

Table 3 - continued

In-State Survey Key Classes

Montana's Title	Series	Grade
Licensed Practical Nurse I	079001	G-10
Maintenance Painter	840001	G-10
Offset Press Operator I	651001	G-10
Right of Way Agent II	191010	G-10
Stationary Engineer II	950002	G-10
Store Manager III	185005	G-10
Accountant I	160013	G-11
Employment Interviewer II	166002	G-11
Fish and Game Warden I	379004	G-11
Forester I	040011	G-11
Highway Patrol Officer II	375002	G-11
Inspector, Construction II	182002	G-11
Machinist	600001	G-11
Maintenance Carpenter	860001	G-11
Maintenance Electrician	829001	G-11
Maintenance Plumber	862002	G-11
Social Worker I	195008	G-11
Soil Scientist I	040023	G-11
Statistician I	020015	G-11
Computer Programmer II	020026	G-12
Professional Nurse I	075001	G-12
Purchasing Agent III	162003	G-12
Architect I	001005	G-13
Civil Engineer I	005015	G-13
Electrical Inspector	824001	G-13
Plumbing Inspector	862005	G-13

The 56 counties were ranked according to the number of employees covered by unemployment insurance for fiscal 1973 (12 month average) as published by the Employment Security Division (table 4). The twelve large counties (in terms of employment) comprise 71.5 percent of total state covered employment and were assigned to stratum I. The remaining 44 counties were assigned to stratum II; they comprise 21.9 percent of total state covered employment. To limit the geographical area to be covered and still retain a substantial number of employees to potentially sample, the twelve counties in stratum I were selected with certainty (probability of selection = 1) and six counties were selected systematically from stratum II with the chance of selection being proportional to the size of the county in terms of employment.[2] The total number of 18 counties was determined in consultation with the Personnel Division to be manageable in terms of geographical area.

A third strata was created to accommodate sampling the multi-county (statewide) firms in Montana (firms operating in more than one county who report their employment as a state total and account for 6.6 percent of total state covered employment). Not enough information was available about the population of these firms to incorporate them in a probability sample; therefore, they were defined as a separate stratum and sampled on a judgment basis by the Personnel Division from a list of large multi-county firms.

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[2] The six small counties representing stratum II were selected by dividing the total employment in the 44 counties by 6 to determine the sampling interval and then repeatedly adding that interval to a random number start to determine the sampling points. By locating the sampling points in the cumulative total column (table 4) the names of the six counties were determined. (The list is considered to be circular so that the last unit is followed by the first.)

Table 4

Covered Employment by County
(12 Month Average, Fiscal 1973)

County	Covered Employment	Cumulative Employment
Yellowstone	24,801	
Cascade	17,520	
Missoula	15,358	
Silver Bow	10,867	
Flathead	9,481	
Lewis and Clark	8,799	
Gallatin	6,691	
Lincoln	3,974	
Hill	3,230	
Deer Lodge	3,167	
Valley	2,607	
Custer	2,426	
Dawson	2,350	2,350
Lake	2,109	4,459
Glacier	2,065	6,524
Ravalli	2,061	8,585
Park	1,943	10,528
Fergus	1,814	12,342
Richland	1,813	14,155
Sanders	1,389	15,544
Roosevelt	1,386	16,930
Big Horn	1,183	18,113
Rosebud	1,103	19,216
Toole	1,008	20,224
Beaverhead	1,003	21,227
Pondera	899	22,126
Powell	833	22,959
Blaine	767	23,726
Carbon	761	24,487
Sheridan	719	25,206
Fallon	619	25,825
Musselshell	586	26,411
Mineral	574	26,985
Teton	539	27,524
Phillips	538	28,062
Madison	536	28,598
Stillwater	481	29,079
Sweetgrass	444	29,523
Choteau	440	29,963

Table 4 (continued)

Covered Employment by County
(12 Month Average, Fiscal 1973)

County	Covered Employment	Cumulative Employment
Broadwater	369	30,332
Jefferson	364	30,696
Granite	349	31,045
McCone	335	31,380
Daniels	313	31,693
Wheatland	248	31,941
Powder River	245	32,186
Meagher	234	32,420
Liberty	175	32,595
Praire	164	32,759
Carter	133	32,892
Garfield	128	33,020
Judith Basin	119	33,139
Wibaux	96	33,235
Treasure	78	33,313
Golden Valley	24	33,377
Petroleum	22	33,359
Total by County	142,280	
Multi-County	10,069	
State Total	152,349	

STRATUM II SELECTION

$$\text{Interval} = \frac{33,359}{6} = 5,560$$

Random Number Start 22,553

Sampling Points on Cumulative Total Column:
22,553
28,113
314
5,874
11,434
16,994

Source: Department of Labor and Industry, Employment Security Division, Montana Labor Market, FL297 (Helena, Montana), January 1974.

Sample data from the three strata in Stage 1 was weighted in proportion to the employment each stratum represents of the total in arriving at estimates for the state as a whole.

Stage 2: Sub-stratification of the firms and governmental units within Strata I and II of Stage 1. Private firms were separated into three strata on the basis of employment size and a fourth stratum was defined for local governmental units.

Private firms. A comprehensive listing of firms was not available to use for sampling so the BBER contacted the Employment Security Division and received permission to extract the needed information from its records. The ESD information on firm size (number of employees), industry code, and county location, by individual firm account numbers was found to be available only on statewide lists broken down into 3- and 4-digit Standard Industrial Classification codes. Extracting the information on firms in the sample counties required that BBER personnel hand copy approximately 4,900 firm entries from about 250 pages of machine listings, keypunch the data onto cards, sort them on the computer and print listings in suitable format for sample selection.

The resulting list of firms (the sampling frame) must be considered to be only a close approximation of the population of firms in the sample counties since the most recently compiled lists of the ESD were for the first quarter of 1972; the possibility exists of firms being missed on the hand copying operation, although care was taken to avoid such errors.

Firms were classified as to number of employees with the following set of codes:

Code	Number of Employees per Reporting Firm
1	0-3
2	4-9
3	10-19
4	20-49
5	50-99
6	100-249
7	250-499
8	500-999
9	1,000 and over

Code 1 firms were omitted from the population list as being too small to produce good data and too expensive (per unit of information) to sample. Employees of very small firms generally have varied duties which do not closely coincide with the specific descriptions written for key classes in wage surveys; therefore it is difficult to identify employees meeting the key class requirements. The effect on the survey results from omitting the small firms is small; even though more than half of the firms are classified as code 1, they employ only about 11 percent of the state's covered workers.

The 4,850 private firms in the sample counties employing more than three persons (excluding multi-county firms) were sorted by size of firm code and stratified in the following manner:

Stratum	Size of Firm Code	Number of Firms	Number of Firms to be Sampled
A	9	3	3
	8	7	7
	7	7	7
B	6	53	15
	5	118	35
C	4	617	12
	3	1,178	22
	2	2,867	56
		4,850	157

The disproportionate sampling rates were set at 100 percent for stratum A, approximately 29 percent for stratum B, and approximately 1.9 percent for stratum C. Therefore the large firms in stratum A were sampled with certainty and lower strata were sampled at successively lower selection rates. This scheme of disproportionate sampling rates is supported by two reasons: higher quality data and more economical sampling. It was felt that the large firms would produce better information relative to this survey for the following reasons: larger firms have employees with more precisely defined job descriptions and duties; large firms are recruiting in larger areas more comparable to the state government's recruiting area; large firms are more likely to have negotiated labor contracts; and large firms are usually trend setters in wages and fringe benefits. Large firms employ more workers per location on the average than smaller firms; therefore more information was generated by interviewing a large firm, lowering the cost per unit of information.

The same systematic selection procedure with a random start was used to select firms from population strata B and C jointly for sample Strata I and II. The selected account numbers on the firm list were then located in the ESD master name and address listing file. A few firms in the address listing were noted as out of business or merged with other firms. In those cases the previous firm entry on the firm list was substituted for the cancelled firm.

Hospitals were added to the mandatory list of industries whose employees are covered by unemployment insurance during late 1972; therefore the sample drawn from the first quarter 1972 population of firms contains only one hospital. To supplement this underrepresented industry in the sample, the names of the other 10 hospitals in the state with 250 or more employees were taken from a more current list of large firms (100 + employees), supplied by the ESD, and added to the sample in stratum A.[3]

Governmental units. The Personnel Division desired to survey all of the sample county governments and the major city in each county if the population of the city exceeded approximately 4,300 inhabitants. This resulted in the selection of the 18 county and 14 city governments (based on 1970 Census of Population figures) listed in table 5 and designated as comprising sample stratum D of Stage 2. The BBER agreed that this stratum could be sampled with certainty and properly weighted in the final estimates without introducing any bias beyond that created by the exclusion of cities of less than 4,300 population.

After adding the hospitals group to substratum A of stratum I the BBER recommended the following sample:

Stratum I -- 12 large counties

Substratum A:	27 firms
Substratum B:	45 firms
Substratum C:	81 firms
Substratum D:	23 governmental units

Stratum II -- 6 small counties

Substratum A:	no firms
Substratum B:	5 firms
Substratum C:	9 firms
Substratum D:	9 governmental units

Stratum III -- multi-county firms

Judgment sample of major multi-county firms.
A minimum of 10-20 of these firms was recommended.

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[3] Firms can be added to stratum A without introducing a bias since that stratum is sampled with certainty. To do so in the other strata would alter the randomness of the selection and possibly introduce a bias.

Table 5

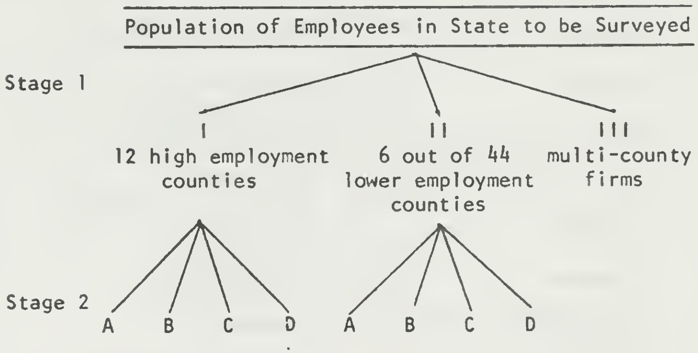
Local Governmental Units Selected for Sample

Counties	Cities and Towns
Big Horn	Anaconda
Cascade	Billings
Custer	Bozeman
Dawson	Butte
Deer Lodge	Deer Lodge
Fergus	Glasgow
Flathead	Glendive
Gallatin	Great Falls
Glacier	Havre
Hill	Helena
Lewis and Clark	Kalispell
Lincoln	Lewistown
Madison	Miles City
Missoula	Missoula
Powell	
Silver Bow	
Valley	
Yellowstone	

Sample information from the four sub-strata were weighted in proportion to the total employment they represent of their respective primary strata. For example (referring to figure 1) the weighting factors for sub-strata A, B, C, and D of primary stratum I were directly proportional to each of the sub-strata's share of the total employment for strata I and the four factors had to add to 1.0. The same procedure was used to determine the weights for the four sub-strata of primary stratum II.

The precise weighting factors could not be developed in advance since the sample information was needed to estimate some of the data for the Stage 2 weighting.

Figure 1


Population of Employees in State to be Surveyed
Stage 1
I
12 high employment counties
II
6 out of 44 lower employment counties
III
multi-county firms
Stage 2
A
B
C
D
A
B
C
D

A = Firms of 250+ employees
B = Firms of 50-249 employees
C = Firms of 4-49 employees
D = Local governmental units

By stratifying the population of employees in Stage 1 the geographical area to be covered by the interviewers was reduced and the survey centered on the employee concentration areas of the state.

Stage 2 stratification focused the sample on the employee concentrations in large firms and major local governmental units.

Stratification generally increases the efficiency of the sampling process without introducing bias by decreasing the variance of the sample estimate.[4] Therefore, stratification should lower the sample size needed to achieve a certain level of precision. With no knowledge of the variability of the data which would be generated by the survey, it was impossible to make a firm estimate of the sampling error to be expected. Basically, the survey design took the maximum number of interviews the Personnel Division felt it could perform and stratified the sample to increase the statistical efficiency of the sample. Information gained from the initial survey will, of course, provide the basis for much more precise sample designs in succeeding years.

Field Survey. On July 19, 1974, the BBER provided the Personnel Division with the list of sample firms to survey for strata I and II, a list of major multi-county firms to draw a judgment sample from, and copies of the sample design. The Personnel Division selected six multi-county firms to sample in-state and sent out letters to all of the selected firms and governmental units requesting their cooperation.

A BBER staff member attended two interviewer training sessions, conducted by the Personnel Division, to assist in standardizing the interview procedures, and the recording of data on data collection forms. Briefly, the interviewer's instructions were to contact the personnel manager or other knowledgeable person in the firm, explain the purpose of his visit, and with the manager's assistance, complete a data collection form (figure 2) for each key class in which any of the firm's employees could be identified. Each interviewer carried detailed job descriptions for each key class which could be compared with the employee's actual job duties, responsibilities, and education.

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[4] If the stratification is irrelevant to what is being estimated the variance may not be decreased, but neither will it be increased.

The interviewers started the field survey on August 5 and the BBER received the last of the data collection forms on August 27, 1974.

During the first week of the field survey seven firms were found to be out of business, moved to non-sample counties, or not able to be located. These firms were replaced by the previous firm entry on the sampling frame listing of firms. Several other firms were not located during the survey, but time did not permit their replacement.

Survey Response. The Personnel Division monitored the interviewers' progress on a daily basis, reviewed the data collection forms for completeness and forwarded the forms to the BBER for tabulation.

Table 6 contains a summary of the in-state survey responses by strata. Of the 205 firms and local governmental units selected for the sample, 166, or 81 percent responded favorably to the survey. However, in 37 of the 166 firms, the interviewer was unable to identify any key classes. Therefore, 129 sampling units provided wage data for the survey.

Of the 39 sampling units reported as non-responses, five had gone out of business, three could not be located, and one had moved from the sample county, leaving 30 units, or 15 percent of the total sample who refused to participate.

A lower refusal rate could possibly have been achieved by omitting the advance letter and relying only on interviewer contact, since 25 of the 30 refusals came on a reply form in response to the letters. However, a response rate of 81 percent is considered good for this type of sampling.

Figure 2

STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION

WAGE AND SALARY DATA COLLECTION FORM

DATE COMPLETED ▶
NAME OF ANALYST ▶

NAME OF FIRM ▶

STATE'S JOB CLASS	Code	Grade	Title	FIRM'S JOB TITLE ▶	

NAME OF GOVERNMENTAL JURISDICTION	City	County	State	City Population

FIRM CODE	CLASS	Grade	Union?		Firm Employ.
				1=Yes 2=No	
1-10	12-17	19-20	22		24-27

	AMOUNT	
	Dollars	Cents
Hiring Rate		
	29-35	
Maximum Rate		
	37-43	
No. of Employees 45-47	▼ 49-55 ▼	

HOURLY	DAILY	WEEKLY	BI-WEEKLY	SEMI-MONTHLY	MONTHLY	YEARLY
▨	▨	▨	▨	▨	▨	▨
▨	▨	▨	▨	▨	▨	▨

LEAVE TIME	Annual Leave	
	Sick Leave	
Firm's Contribution For:	Health Insurance	
	Life Insurance	
	Retirement	
	Other	
TOTAL VALUE OF FRINGE BENEFITS ▶		

HOURS PER WEEK		GUAR. HRS. WEEK	GUAR. OVER-TIME	LINE NO.
Full	Pt			
57-59	60	62-63	65	67-68

Table 6

In-State Survey Response Summary

Strata	Number of Firms in Sample[a]	Number of Non-Responses	Number of Firms Responding	Number of Firms without Key Classes	Number of Firms with Key Classes
Stratum I	176	34	142	35	107
Substratum IA	27	1	26	1	25
Substratum IB	45	14	31	5	26
Substratum IC	81	18	63	29	34
Substratum ID	23	1	22	--	22
Stratum II	23	5	18	2	16
Substratum IIA	--	--	--	--	--
Substratum IIB	5	1	4	2	2
Substratum IIC	9	4	5	--	5
Substratum IID	9	--	9	--	9
Stratum III	6	--	6	--	6
Total	205	39	166	37	129

[a] The term "firms" includes governmental units.

The total sample size of 205 had been selected, anticipating a response rate of about 85 percent. If the response rate had fallen below 75 percent a supplementary sample would have been drawn.

Tabulation of In-State Survey Data. Data from the survey data collection forms were keypunched into computer cards and verified for accuracy. The deck of data cards was sorted by firm code, checked for completeness and then run through a program written by BBER personnel to estimate the average size of firm in each substratum and to compute the substrata weights, based on the sample data.[5] Table 7 contains a summary of the firms responding with useable information, the number of workers employed by those firms, and the average size of firm and weighting factor for each substratum.

The weighting factors for the major strata were computed by dividing the total employment which each stratum represented by the total employment for the state. From table 4 we have the following estimates of employment:

12 largest counties (Stratum I	108,921	71.5%
44 smaller counties (Stratum II)	33,359	21.9%
Multi-county (stratum III)	10,069	6.6%
State total	152,349	100.0%

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[5] The size of the population of employees in each of the eight substrata is not available from any source, therefore, it was necessary to estimate the number of employees in each substratum by multiplying the average size of firms by the number of firms in the substratum sampling frame. Substrata weights were then computed by dividing the substrata employment estimate by the total of the estimates in the respective major strata.

$$W_{IA} = \frac{E_{IA}}{E_{IA} + E_{IB} + E_{IC} + E_{ID}} \quad , \; , \; , \quad W_{IID} = \frac{E_{IID}}{E_{IIA} + E_{IIB} + E_{IIC} + E_{IID}}$$

where W_{IA} is the weighting factor for the substratum IA and E_{IA} is the estimate of employment for that substratum.

Table 7

Substrata Weighting Factors

Strata	Number of Firms with Key Classes	Number of Employees	Average Number of Employees	Weighting Factors
Stratum I	107	22,755		
Substratum IA	25	14,434	577	.14387
Substratum IB	26	3,046	117	.17504
Substratum IC	34	575	17	.63388
Substratum ID	22	4,700	213	.04721
Stratum II	16	767		
Substratum IIA	0	0	0	.00000
Substratum IIB	2	150	75	.08964
Substratum IIC	5	85	17	.83984
Substratum IID	9	532	59	.07052
Stratum III	6	8,018		
Total	129	31,540		

The above percentages would have been used as the weighting factors, however, information received from the Employment Security Division indicated that many of the multi-county firms are broken out to the counties in which they operate before the ESD publishes its annual reports. This breakout is not made on the machine listing from which the sampling frame list was made. Therefore, to make the two sources compatible, the BBER obtained worksheets from the ESD for the 32 largest multi-county firms, which the ESD allocates to various counties in its annual reporting, and reversed the allocations to adjust the estimate of the actual number of employees reported by multi-county firms.

Since the ESD does not report local government employment, a second adjustment was made to estimate government employment for counties, and cities of over 4,300 population, in Strata I and II.[6] Table 8 summarizes the estimates for the major strata weights.

The data cards were then processed by a second computer program to produce data summary reports for each key class and each grade level in the in-state survey. Appendix C contains the computer produced reports in order of grade level.

Briefly, the second program read the data on employment and wages and salaries, adjusted to a common basis of a 40 hour work week, computed the desired statistics and printed an output report. Input data had to fall into one of the substratum of Strata I or II, or into Strata III, depending on where the data was collected. Using the substrata weighting factors derived above, the program computed weighted averages of the

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[6] To estimate the adjustment, the 24 governmental units in Strata I and 50 governmental units in Strata II were multiplied times the average employment per government in ID and IID of the sample respectively.

Table 8

Summary of the Adjusted Employment Estimates and Weighting Factors for each Major Strata

Strata	Employees		Weighting Factors
I (12 large counties)			
FY 73 employment (ESD)	108,921		
Less multi-county adjustment	9,005		
Plus local government estimate	5,112		
		105,023	.6547
II (44 small counties)			
FY 73 employment (ESD)	33,359		
Less multi-county adjustment	3,054		
Plus local government estimate	2,950		
		33,255	.2073
III (multi-county firms)			
FY 73 employment (ESD)	10,069		
Plus multi-county adjustment	12,059		
		22,128	.1379
		160,411	

substrata statistics to estimate averages for major Strata I and II. Again using the major strata weighting factors the program computed a weighted average of the major Strata I, II, and III to estimate a state average based on the sample data. The program also computed the number of firms and employees identified in each stratum and displayed the breakdown by industry and size of firm.

Interpretation of In-State Survey Reports. Referring to the summary report for Clerk Typist I, G-4, we see, for example, that 21 employees were identified in 11 different sample firms in substratum IB. The Statistics Q_1 and Q_3 form the interquartile range. That is, approximately 25 percent of the employees in the substratum had monthly wages of less than $400 and approximately 25 percent had wages of more than $500. The median of $440 marks the middle value; approximately 50 percent of the Clerk Typists identified were paid at higher rates and 50 percent received lower wages.[7]

Each firm was asked to indicate the hiring rate and maximum rate it pays for this classification. In substratum IB the averages, weighted by the number of employees are $399.19 and $520.43 for the hiring and maximum rates, respectively.

The weighted mean of $442.63 is the arithmetic average of the actual wages reported for the 21 employees in this substratum. The variance of the mean (the squared standard error of the mean) is a measure of the variability of the actual data gathered in the substratum.

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[7] The formula for determining the median employee is n/2 + 1/2, counting from the lowest value, where n is the number of employees. If n is equal, then the median is the mean of the two middle values. The formulas for determining the order numbers of the employees at Q_1 and Q_3 are n/4 + 1/2 and 3n/4 + 1/2, respectively, counting from the lowest value. Fractional order numbers are interpolated between neighboring employees in the ordered list.

We can use the square root of the variance in estimating confidence intervals around the mean of the observations in a particular stratum. For example, we can estimate the confidence interval, at the 95 percent level, around the mean of the observations in substratum IB by computing \$442.63 ± 1.96 $\sqrt{171}$. As a result, we can say, with 95 percent confidence, that the average wage for Clerk Typist I in firms in large counties with 50 to 249 employees is in the range from \$417.00 to \$468.26 (though the obtained sample mean is the best available point estimate of the mean).[8]

Estimates of the interquartile range, median, hiring and maximum rates and mean for Strata I are made by taking a weighted average of the four substrata using the substrata weights developed in table 7. An analogous procedure would be used to make estimates for Strata II. However, in this particular example, there is no data reported in either IIA or IIB, so the computer was programmed to recompute the weights for IIC and IID in proportion to the employment population they represent and so their weighting factors add to 1.0.[9] Again, estimates of the statistics

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[8] More precisely, the variance is the mean squared deviation of the observations around the mean of the observations. The standard deviation of the sampling distribution, often called the standard error, is the square root of the variance of the sampling distribution. The formula for the variance of the sample mean of a substratum in a stratified sample is

$$\mathrm{var}(\bar{y}_{h0}) = \left(\left(\sum_{i}^{n_h} y_{hi}^{2} - \frac{(\Sigma\, y_h)^2}{n_h}\right) \Big/ (n_h - 1)\right) \Big/ n_h$$

A finite population correction factor (1 - n/N) is usually applied to the variance and in effect reduces its magnitude where a high percentage of the population is sampled. However, in this survey, N is not known for each key class and grade level, so the finite population correction factor has been omitted. The omission, of course, produces larger variances and hence more conservative estimates. See Leslie Kish, Survey Sampling (New York: John Wiley & Sons, Inc., 1965, chapters 1 and 3).

[9] The program automatically recomputes the weights if any substrata and/or major strata does not have any reported observations.

for the state are computed by taking a weighted average of the three major strata using the weights developed in table 8. Estimates of the variance for Strata I, Strata II, and the state are also weighted averages of their components but the weighting factors are squared before the computation of the weighted averages.[10]

Looking now at the weighted mean for the state we could again compute a confidence interval around that estimate at the 95 percent confidence level by computing $\$463.94 \pm 1.96\sqrt{77}$. Thus, we could say with 95 percent confidence that the mean wage for Clerk Typists I in the state is in the range of $446.74 to $481.14. However, our best estimate of the mean is still $463.94.

The median can be interpreted as the central tendency for wage rates in the key class (or grade) on the basis of simple order of wage size, i.e., without weighting by actual wage intervals. The interquartile range cuts off the extreme observations at both ends of the wage spectrum and, as with the variance of the mean, gives us another measure of the variability of the data. In fact, a quartile deviation $(\frac{Q_3 - Q_1}{2})$ can be computed and used for comparisons with other strata or key classes. The lower the quartile deviation, the lower the dispersion of the observations around the median.

In a symmetric distribution the mean and the median have the same value. However, in a skewed distribution the mean is pulled out in the direction of the extreme values and the median, which is affected by the order of values rather than the magnitude of the values tends to fall behind the mean. A comparison of the mean for a key class with its median will indicate the degree of skewness (size of the difference) and also the direction of the skewness. If the mean is greater than the median, the skewness is to the right, or a positive skewness, estimating a higher average wage than the median. Conversely, if the median is greater than the mean, the skewness is negative.

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[10] The exact formula is $var(\bar{y}_w) = \Sigma W_h^2 \, var(\bar{y}_h)$ where W_h is the weight for the stratum (see Kish, p. 78).

COMMENTS ON SURVEY RESULTS

National Survey

For the ten key classes selected in the national survey, information was published for 21 to 47 state governments, depending on the key class. There are enough responses to give a good indication of what other state governments are paying for these key classes. However, there may be differences in the length of the work week and job descriptions among the states accounting for some of the variation.

Regional Survey

Of the 76 key classes surveyed, no information was received for two of the classes and twelve had information from fewer than three of the states. The remaining 62 key classes indicate the salary trends for the region. Large differences among the states and among key classes at the same grade level may indicate a poor indentification of key class employees by the respondent, differing market conditions in various states, or grade structures which differ substantially from one state government to another.

In-State Survey

The in-state survey did not identify any employees in seven of the 62 key classes. Six other key classes were identified in fewer than three of the sample firms (also included in Appendix C). The reliability of the data in the remaining key classes varies, of course, because of the natural variability of wages in a given occupation and because of differences in the number of observations per key class. The following key classes provide better information for bench mark positions than do the others, because of substantial numbers of observations and low statistical variances.[11]

Key Class	Series	Grade
Clerk Typist I	209001	G-4
Food Service Worker I	311001	G-4
Switchboard Operator I	235001	G-5
Cook I	315001	G-7
Nurses Aide I	355005	G-7
Personnel Clerk II	205002	G-7
Warehouse Worker II	922002	G-7
Maintenance Worker II	899002	G-9
Equipment Mechanic II	620002	G-10
Licensed Practical Nurse I	079001	G-10
Maintenance Carpenter	860001	G-11
Maintenance Electrician	829001	G-11
Professional Nurse	075001	G-12

Fringe Benefits

General information about employee fringe benefits was requested from the states in the regional survey and from the firms and local governments in the in-state survey. The wide variation in type of fringe benefits and the brevity of the information received made it impossible to arrive at an overall cost or percentage for each firm. Rather, the general characteristics of the firms' fringe benefits were tabulated and presented in table 9. For annual leave, sick leave, and holidays, the average number of days reported and the number of firms reporting are indicated. For health insurance, life insurance, and retirement programs, the number of firms contributing to such programs are indicated. The average percentage

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[11] The variances for the key classes found in hospitals, particularly Nurses Aide I, Licensed Practical Nurse I, and Professional Nurse I are lower because several hospitals provided only average wages for their employees rather than the array of actual rates. However, the large number of observations supports the reliability of the mean.

Table 9

Summary of Fringe Benefits

	Regional Survey	In-State Survey			
		IA	IB	IC	ID
Number of Respondents	6	25	26	34	22
Annual leave	14.9 days/6 respondents	13.2/19	10.8/23	13.4/23	15.1/22
Sick leave	12.3 days/6 respondents	6.6/10[a]	9.2/5[a]	8.2/5[a]	12.0/22
Holidays	9.3 days/6 respondents	8.5/6	7.4/5	--	--
Health insurance	6 out of 6	19 of 20[a]	19 of 22[a]	23 of 32	22 of 22
Life insurance	2 out of 6	18 of 20	18 of 22	16 of 32	22 of 22
Retirement	6 out of 6	17 of 20	15 of 22	10 of 32	22 of 22
Total percent	24.8%/6 respondents	30.4%/9	20.6%/9	18.2%/4	15.6%/8
Range of percent	12-39%	18-46%	15-35%	16-20%	11-31%

Table 9 - continued

In-State Survey

	IIB	IIC	IID	III
Number of Respondents	2	5	9	6
Annual leave	10.0/2	10.0/5	15.0/9	11.8/6
Sick leave	24/1[a]	12.0/1[a]	12.0/9	10.0/2[a]
Holidays	--	--	--	--
Health insurance	2 of 2	3 of 5	9 of 9	5 of 6
Life insurance	1 of 2	1 of 5	9 of 9	4 of 6
Retirement	0 of 2	3 of 5	9 of 9	4 of 6
Total percent	28.0%/1	15.0%/1	16.5%/2	28.0%/2
Range of percent	28%	15.0%	13-20%	26-30%

[a] Some firms did not report the detail of their sick leave benefits: 7 in IA, 7 in IB, 27 in IC, 1 in IIB, 4 in IIC, 4 in III.

[b] Some firms did not report the detail of their fringe benefits in general: 5 in IA, 4 in IB, 2 in IC.

cost of fringe benefits, the range of percentages and the number of firms reporting a percentage are also included.

Overall Survey

When the results of the three wage surveys were combined and compared by grade level several key classes deviated substantially from the grade wage pattern. The reasons for the deviation may be either that the key class has too few observations, or such high variability, that the estimates may not be accurate, or that the key class itself has been classified at the wrong grade level in terms of the labor market.

The following key classes from Grade 3 to Grade 19 were identified as deviating substantially from their grade level and warranting review:

Key Class	Series	Grade	Deviation
*Food Service Worker I	311001	G-4	Below
Security Guard	372002	G-6	Above
*Nurses Aide I	355005	G-7	Below
*Cook I	315001	G-7	Below
Equipment Operator I	919004	G-7	Above
*Warehouse Worker II	922002	G-7	Above
Legal Secretary II	201009	G-9	Below
Psychiatric Aide II	355009	G-9	Below
*Licensed Practical Nurse I	079001	G-10	Below
Engineering Technician II	018003	G-10	Above
Right of Way Agent	191010	G-10	Above
Pharmacist II	074003	G-11	Above
*Professional Nurse I	075001	G-12	Below
Civil Engineer I	005015	G-13	Above
Lawyer II	110002	G-14	Above
Business Manager IV	169109	G-14	Above
GVW Division, Administrator	169079	G-17	Below
Psychiatrist I	070001	G-17	Above
Superintendent Institution III	187023	G-19	Above

The key classes marked with an asterisk on the above list were also identifed in the in-state survey as providing statistically reliable information for bench mark positions. Therefore their classification should be rechecked since it is apparent from the survey that the labor market values these occupations differently than the classification system developed by the Personnel Division. Two of the key classes marked with an asterisk, Licensed Practical Nurse I and Professional Nurse I, deviated below the grade level on both the regional and in-state surveys.

The key classes at Grade 20 and above also vary substantially from one another and should be reviewed in reference to the pay schedule developed for the lower grades.

The key classes which deviate substantially from the others at the same grade level make it impossible to provide a precise estimate of the labor market's implied pay schedule. However, if the deviating key classes are removed from consideration, the remaining data tends to indicate that the labor market, as sampled in the survey, values Grade 4 at approximately $440 per month and the succeeding grades at increases of approximately 9 percent. This estimate, of course, is based on only part of the survey information and should not be interpreted as the conclusion of the wage and salary survey, but rather a description of the central tendency of the data to gather around that line. To arrive at a conclusion for the survey, the Personnel Division should review the key classes with large deviations to determine which may need to be reclassified and which are unsuitable to be used as bench mark positions. At that point, the survey data should again be evaluated and a pay schedule extrapolated from the best bench marks (considering the statistical reliability of the bench marks and the qualitative requirements of the state personnel system).

The Montana Wage and Salary Survey has produced a body of information on pay rates paid by private firms and local governments in Montana, and by state governments across the region and the nation. In addition, the survey has provided feedback information on the reclassification of state occupations, and information on the variability of wage rates in Montana which will be valuable, statistically, for any future wage and salary survey.

MONTANA WAGE AND SALARY SURVEY

APPENDIX A

National Survey Reports

Montana Wage and Salary Survey
National Survey
Grade 12

Class: Computer Programmer II
Series: 020026

State	Minimum	Maximum
Alabama	$ 806	$ 988
Alaska	1,176	1,413
Arizona	881	1,096
Arkansas	672	926
California	988	1,202
Colorado	864	1,158
Connecticut	871	1,067
Delaware	712	1,008
Florida	666	908
Georgia	776	1,017
Hawaii	913	1,165
Idaho	742	1,017
Illinois	843	1,156
Indiana	900	1,115
Iowa	722	947
Kansas	815	1,042
Kentucky	643	821
Louisiana	739	1,055
Maine	804	979
Maryland	882	1,159
Massachusetts	908	1,150
Michigan	957	1,165
Minnesota	828	1,134
Missouri	625	868
Nebraska	$ 606	$ 812
Nevada	897	1,127
New Hampshire	793	975
New Jersey	921	1,243
New Mexico	480	660
New York	893	1,043
North Carolina	864	1,089
North Dakota	548	726
Ohio	816	1,057
Oklahoma	780	1,060
Oregon	716	913
Pennsylvania	962	1,218
Rhode Island	967	1,149
South Carolina	647	880
South Dakota	666	867
Tennessee	650	860
Texas	906	1,141
Utah	758	1,068
Vermont	819	1,122
Virginia	800	1,000
Washington	740	896
West Virginia	785	1,015
Wisconsin	849	1,105
Average (47 States)	$ 800	$1,034

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates In Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 14

Class: State Planner IV
Series: 199008

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	$ 866	$1,064	Nebraska	$ --	--
Alaska	1,466	1,763	Nevada	1,076	1,358
Arizona	--	--	New Hampshire	--	--
Arkansas	--	--	New Jersey	921	1,243
California	--	--	New Mexico	--	--
Colorado	--	--	New York	1,117	1,298
Connecticut	--	--	North Carolina	948	1,199
Delaware	869	1,218	North Dakota	--	--
Florida	--	--	Ohio	--	--
Georgia	--	--	Oklahoma	--	--
Hawaii	--	--	Oregon	--	--
Idaho	--	--	Pennsylvania	962	1,218
Illinois	1,019	1,400	Rhode Island	886	1,051
Indiana	--	--	South Carolina	647	880
Iowa	902	1,269	South Dakota	766	1,005
Kansas	--	--	Tennessee	590	790
Kentucky	--	--	Texas	1,391	1,753
Louisiana	802	1,118	Utah	--	--
Maine	--	--	Vermont	--	--
Maryland	953	1,251	Virginia	956	1,194
Massachusetts	1,024	1,298	Washington	--	--
Michigan	957	1,165	West Virginia	--	--
Minnesota	931	1,275	Wisconsin	--	--
Missouri	--	--	Average (21 States)	$ 955	$1,229

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 14

Class: Veterinary Livestock Inspector
Series: 073005

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	$1,021	$1,320	Nebraska	$1,002	$1,343
Alaska	1,579	1,898	Nevada	1,127	1,422
Arizona	1,033	1,285	New Hampshire	1,086	1,342
Arkansas	1,150	1,585	New Jersey	1,175	1,586
California	1,144	1,390	New Mexico	--	--
Colorado	1,023	1,372	New York	1,240	1,437
Connecticut	1,116	1,378	North Carolina	1,119	1,526
Delaware	867	1,218	North Dakota	--	--
Florida	992	1,380	Ohio	922	1,180
Georgia	1,223	1,617	Oklahoma	820	1,115
Hawaii	1,056	1,348	Oregon	1,056	1,350
Idaho	992	1,373	Pennsylvania	1,159	1,335
Illinois	1,019	1,400	Rhode Island	967	1,149
Indiana	1,160	1,420	South Carolina	999	1,383
Iowa	994	1,399	South Dakota	--	--
Kansas	944	1,206	Tennessee	1,298	1,739
Kentucky	1,048	1,338	Texas	1,104	1,391
Louisiana	1,023	1,445	Utah	1,529	1,945
Maine	1,030	1,251	Vermont	1,252	1,753
Maryland	1,975	1,975	Virginia	1,044	1,044
Massachusetts	1,024	1,298	Washington	1,011	1,285
Michigan	1,163	1,444	West Virginia	745	1,015
Minnesota	1,090	1,491	Wisconsin	1,181	1,538
Missouri	868	1,210	Average (44 States)	$1,101	$1,407

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 14

Class: Business Manager IV
Series: 169109

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	$ --	--	Nebraska	$ --	$ --
Alaska	1,466	1,763	Nevada	1,296	1,638
Arizona	--	--	New Hampshire	1,121	1,390
Arkansas	--	--	New Jersey	1,175	1,586
California	--	--	New Mexico	--	--
Colorado	1,277	1,712	New York	1,795	2,057
Connecticut	1,363	1,662	North Carolina	1,526	1,943
Delaware	1,166	1,638	North Dakota	--	--
Florida	992	1,380	Ohio	1,160	1,553
Georgia	1,473	1,953	Oklahoma	915	1,240
Hawaii	--	--	Oregon	1,418	1,810
Idaho	1,206	1,669	Pennsylvania	1,159	1,469
Illinois	955	1,316	Rhode Island	886	1,051
Indiana	940	1,160	South Carolina	1,252	1,741
Iowa	1,096	1,542	South Dakota	842	1,113
Kansas	1,042	1,349	Tennessee	685	860
Kentucky	862	1,100	Texas	--	--
Louisiana	1,108	1,530	Utah	--	--
Maine	1,082	1,314	Vermont	1,112	1,545
Maryland	1,297	1,703	Virginia	1,367	1,783
Massachusetts	1,084	1,298	Washington	1,219	1,551
Michigan	1,482	1,912	West Virginia	600	825
Minnesota	1,090	1,491	Wisconsin	1,286	1,678
Missouri	1,100	1,536	Average (37 States)	$1,159	$1,510

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 15

Class: Auditor Supervisor I
Series: 160011

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	$1,021	$1,320	Nebraska	$ 884	$1,185
Alaska	1,176	1,413	Nevada	982	1,237
Arizona	881	1,096	New Hampshire	543	653
Arkansas	721	995	New Jersey	921	1,243
California	1,202	1,460	New Mexico	1,070	1,400
Colorado	928	1,244	New York	1,117	1,298
Connecticut	1,116	1,378	North Carolina	1,258	1,601
Delaware	956	1,344	North Dakota	--	--
Florida	992	1,380	Ohio	887	1,139
Georgia	1,017	1,342	Oklahoma	820	1,115
Hawaii	913	1,165	Oregon	1,056	1,350
Idaho	992	1,373	Pennsylvania	--	--
Illinois	843	1,156	Rhode Island	849	1,003
Indiana	--	--	South Carolina	864	1,184
Iowa	902	1,269	South Dakota	766	1,005
Kansas	992	1,266	Tennessee	825	1,060
Kentucky	782	998	Texas	906	1,141
Louisiana	802	1,118	Utah	914	1,289
Maine	891	1,082	Vermont	767	1,044
Maryland	882	1,159	Virginia	836	1,144
Massachusetts	908	1,150	Washington	1,007	1,280
Michigan	1,057	1,324	West Virginia	670	915
Minnesota	931	1,275	Wisconsin	994	1,294
Missouri	--	--	Average (43 states)	$ 927	$1,207

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 15

Class: Education Supervisor I
Series: 099015

State	Minimum	Maximum
Alabama	$ 958	$1,211
Alaska	1,362	1,638
Arizona	1,236	1,580
Arkansas	--	--
California	1,572	1,911
Colorado	--	--
Connecticut	1,511	1,838
Delaware	--	--
Florida	1,061	1,496
Georgia	1,017	1,342
Hawaii	--	--
Idaho	--	--
Illinois	--	--
Indiana	--	--
Iowa	--	--
Kansas	944	1,206
Kentucky	--	--
Louisiana	--	--
Maine	982	1,193
Maryland	1,029	1,352
Massachusetts	857	1,070
Michigan	1,354	1,676
Minnesota	1,134	1,550
Missouri	--	--
Nebraska	$ --	$ --
Nevada	1,181	1,491
New Hampshire	1,019	1,264
New Jersey	--	--
New Mexico	900	1,205
New York	1,702	1,955
North Carolina	1,040	1,321
North Dakota	--	--
Ohio	887	1,139
Oklahoma	915	1,240
Oregon	1,167	1,490
Pennsylvania	1,218	1,540
Rhode Island	--	--
South Carolina	864	1,184
South Dakota	766	1,005
Tennessee	720	940
Texas	--	--
Utah	--	--
Vermont	988	1,365
Virginia	1,144	1,492
Washington	1,219	1,551
West Virginia	--	--
Wisconsin	1,286	1,678
Average (29 States)	$1,105	$1,411

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 15

Class: Management Analyst III
Series: 020023

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	$ 988	$1,263	Nebraska	$ --	--
Alaska	1,266	1,521	Nevada	1,127	1,422
Arizona	1,126	1,438	New Hampshire	793	975
Arkansas	--	--	New Jersey	1,175	1,586
California	1,324	1,611	New Mexico	785	1,070
Colorado	1,103	1,478	New York	1,452	1,677
Connecticut	1,233	1,516	North Carolina	1,258	1,601
Delaware	1,166	1,638	North Dakota	876	1,160
Florida	--	--	Ohio	1,031	1,352
Georgia	1,017	1,342	Oklahoma	--	--
Hawaii	--	--	Oregon	1,110	1,418
Idaho	1,094	1,514	Pennsylvania	1,275	1,617
Illinois	1,090	1,499	Rhode Island	849	1,003
Indiana	900	1,115	South Carolina	--	--
Iowa	947	1,332	South Dakota	926	1,231
Kansas	776	992	Tennessee	--	--
Kentucky	--	--	Texas	1,486	1,872
Louisiana	939	1,361	Utah	--	--
Maine	934	1,135	Vermont	--	--
Maryland	1,200	1,577	Virginia	1,250	1,708
Massachusetts	1,084	1,379	Washington	1,007	1,280
Michigan	1,057	1,373	West Virginia	825	1,120
Minnesota	1,049	1,434	Wisconsin	994	1,294
Missouri	719	1,000	Average (37 States)	$1,060	$1,374

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 17

Class: Dentist
Series: 072002

State	Minimum	Maximum
Alabama	$ 988	$1,263
Alaska	1,969	2,367
Arizona	1,353	1,727
Arkansas	--	--
California	--	--
Colorado	1,512	2,025
Connecticut	1,590	1,960
Delaware	956	1,344
Florida	1,335	1,879
Georgia	1,223	1,617
Hawaii	1,165	1,486
Idaho	1,340	1,839
Illinois	1,541	2,133
Indiana	1,540	1,940
Iowa	1,269	1,700
Kansas	1,266	1,615
Kentucky	951	1,213
Louisiana	1,023	1,445
Maine	1,179	1,337
Maryland	1,907	1,907
Massachusetts	1,482	1,884
Michigan	1,517	1,837
Minnesota	1,326	1,814
Missouri	1,210	1,690
Nebraska	$1,289	$1,727
Nevada	1,491	1,899
New Hampshire	1,537	1,857
New Jersey	1,119	1,511
New Mexico	1,205	1,555
New York	1,640	2,388
North Carolina	1,455	1,851
North Dakota	1,335	1,768
Ohio	1,160	1,553
Oklahoma	1,115	1,525
Oregon	1,350	1,723
Pennsylvania	1,695	1,863
Rhode Island	1,010	1,199
South Carolina	1,160	1,612
South Dakota	1,283	1,733
Tennessee	1,298	1,739
Texas	1,250	1,375
Utah	1,529	1,945
Vermont	1,252	1,753
Virginia	1,306	1,708
Washington	1,378	1,592
West Virginia	1,120	1,500
Wisconsin	1,527	1,988
Average (45 States)	$1,337	$1,797

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 17

Class: Psychiatrist I
Series: 070001

State	Minimum	Maximum
Alabama	$ --	--
Alaska	2,199	2,648
Arizona	1,953	2,493
Arkansas	--	--
California	1,947	2,367
Colorado	2,185	2,655
Connecticut	1,727	2,119
Delaware	1,806	2,195
Florida	2,043	2,671
Georgia	2,359	3,126
Hawaii	2,132	2,132
Idaho	1,477	2,029
Illinois	--	--
Indiana	2,140	2,715
Iowa	--	--
Kansas	--	--
Kentucky	1,405	1,792
Louisiana	--	--
Maine	1,337	1,908
Maryland	1,817	1,817
Massachusetts	1,542	1,963
Michigan	2,128	2,602
Minnesota	1,744	2,122
Missouri	2,108	2,358
Nebraska	$1,572	$2,107
Nevada	2,077	2,640
New Hampshire	2,000	2,333
New Jersey	1,575	2,126
New Mexico	1,805	2,495
New York	2,329	2,640
North Carolina	1,943	2,474
North Dakota	2,133	2,824
Ohio	1,803	2,394
Oklahoma	--	--
Oregon	--	--
Pennsylvania	2,052	2,258
Rhode Island	1,654	1,886
South Carolina	1,704	2,437
South Dakota	--	--
Tennessee	--	--
Texas	1,917	2,042
Utah	1,843	2,346
Vermont	1,580	2,245
Virginia	1,950	2,333
Washington	1,839	2,127
West Virginia	2,215	2,965
Wisconsin	1,867	2,304
Average (36 States)	$1,942	$2,408

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates In Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 19

Class: Physician II
Series: 070008

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	$1,021	$1,320	Nebraska	$1,373	$1,840
Alaska	1,969	2,367	Nevada	1,638	2,077
Arizona	1,483	1,893	New Hampshire	1,330	1,613
Arkansas	--	--	New Jersey	1,576	2,126
California	1,776	1,957	New Mexico	1,350	1,735
Colorado	1,750	2,232	New York	2,024	2,640
Connecticut	1,590	1,960	North Carolina	1,526	1,943
Delaware	1,638	1,995	North Dakota	1,399	1,853
Florida	1,705	2,372	Ohio	1,262	1,693
Georgia	2,146	2,843	Oklahoma	1,445	1,965
Hawaii	1,486	1,898	Oregon	1,564	1,997
Idaho	1,340	1,839	Pennsylvania	1,863	2,052
Illinois	1,340	1,850	Rhode Island	1,593	1,815
Indiana	1,850	2,350	South Carolina	1,578	2,232
Iowa	--	--	South Dakota	--	--
Kansas	1,615	2,062	Tennessee	1,298	1,739
Kentucky	1,155	1,475	Texas	1,750	1,917
Louisiana	1,952	2,479	Utah	--	--
Maine	--	--	Vermont	1,495	2,121
Maryland	1,817	1,817	Virginia	1,708	1,950
Massachusetts	1,542	1,963	Washington	1,670	1,931
Michigan	1,829	2,233	West Virginia	1,235	1,655
Minnesota	1,491	1,961	Wisconsin	1,867	2,304
Missouri	1,858	2,108	Average (42 states)	$1,593	$2,004

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

MONTANA WAGE AND SALARY SURVEY

APPENDIX B

Regional Survey Reports

Montana Wage and Salary Survey
Regional Survey

Grade 8

Class: Correctional Officer
Series: 372005

State	Minimum	Maximum
Idaho	$631	$858
North Dakota	500	700
Oregon	680	827
South Dakota	510	645
Washington	656	852
Wyoming	527	835
Average	$584	$786

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 9

Class: Psychiatric Aide II
Series: 355009

State	Minimum	Maximum
Idaho	$485	$654
North Dakota	394	512
Oregon	560	715
South Dakota	427	534
Washington	532	673
Wyoming	453	715
Average	$475	$634

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 10

Class: Series:	Right of Way Agent II 191010		Licensed Practical Nurse I 079001	
State	Minimum	Maximum	Minimum	Maximum
Idaho	$ --	$ --	$485	$654
North Dakota	860	1,161	456	593
Oregon	--	--	560	680
South Dakota	876	1,146	488	616
Washington	597	722	532	673
Wyoming	--	--	476	753
Average	$778	$1,010	$500	$662

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 11

Class: Series:	Accountant I 160013		Landscape Architect I 019005		Forester I 040011	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$757	$1,037	$ --	$ --	$757	$1,037
North Dakota	674	910	--	--	708	956
Oregon	751	957	--	--	751	957
South Dakota	730	945	800	1,039	699	900
Washington	722	880	794	1,007	613	975
Average	$708	$ 951	$797	$1,023	$708	$ 951

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 11 - continued

Class: Series:	Statistician I 020015		Training Officer I 166007		Fish and Game Warden I 379004	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$691	$941	$ --	$ --	$757	$1,037
North Dakota	642	867	743	1,003	611	825
Oregon	617	787	--	--	--	--
South Dakota	699	900	730	945	668	858
Washington	722	880	722	880	757	960
Wyoming	613	975	613	975	613	975
Average	$664	$892	$702	$ 951	$681	$ 931

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 11 - continued

Class: Series:	Pharmacist II 074003		Soil Scientist I 040023		Social Worker I 195008	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$919	$1,261	$691	$941	$691	$ 941
North Dakota	996	1,345	--	--	611	825
Oregon	957	1,224	--	--	787	1,006
South Dakota	--	--	--	--	730	945
Washington	--	--	--	--	688	873
Wyoming	697	1,109	--	--	613	975
Average	$892	$1,235	$691	$941	$687	$ 928

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 11 - continued

Class: Highway Patrol Officer II
Series: 375002

State	Minimum	Maximum
Idaho	$833	$1,143
North Dakota	642	867
Oregon	680	751
South Dakota	--	--
Washington	886	1,156
Wyoming	679	1,027
Average	$744	$ 989

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 12

Class:	Bank Examiner I		Chemist I		Civil Engineer-in-Training	
Series:	160035		022004		005042	
State	Minimum	Maximum	Minimum	Maximum	Minumum	Maximum
Idaho	$757	$1,037	$757	$1,037	$833	$1,143
North Dakota	642	867	708	956	780	1,053
Oregon	912	1,164	715	912	827	1,066
South Dakota	730	945	730	945	876	1,146
Washington	722	880	757	960	915	1,007
Wyoming	613	975	613	975	835	975
Average	$729	$ 978	$713	$ 964	$844	$1,065

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 12 - continued

Class: Series:	Sociologist I 054013		Pharmacist III 074004		Social Worker II 195009	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$ --	$ --	$ --	$ --	$757	$1,037
North Dakota	--	--	--	--	780	1,053
Oregon	827	1,056	--	--	957	1,224
South Dakota	--	--	917	1,202	800	1,039
Washington	--	--	1,033	1,192	757	960
Wyoming	--	--	804	1,284	697	1,109
Average	$827	$1,056	$918	$1,226	$791	$1,070

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 12 - continued

Class:	Editor I		Geologist I		Job Analyst I	
Series:	132001		024003		166005	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$ --	$ --	$757	$1,037	$691	$941
North Dakota	--	--	903	1,219	--	--
Oregon	680	869	715	912	--	--
South Dakota	836	1,092	730	945	730	945
Washington	--	--	738	937	722	880
Wyoming	613	975	613	975	--	--
Average	$710	$ 979	$743	$1,004	$714	$922

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 12 - continued

Class: Professional Nurse I
Series: 075001

State	Minimum	Maximum
Idaho	$631	$858
North Dakota	611	825
Oregon	826	896
South Dakota	612	779
Washington	777	854
Wyoming	679	975
Average	$689	$864

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13

Class: Series:	Accountant III 160015		Landscape Architect III 019007		Forester III 040013	
State	Minimum	Maximum	Minimum	Maximum	Minumum	Maximum
Idaho	$833	$1,143	$ 919	$1,261	$ 833	$1,143
North Dakota	860	1,161	--	--	903	1,219
Oregon	827	1,056	1,164	1,487	1,056	1,348
South Dakota	800	1,039	917	1,202	765	990
Washington	832	1,056	1,056	1,342	854	1,083
Wyoming	804	1,284	--	--	697	1,109
Average	$826	$1,123	$1,014	$1,323	$ 851	$1,149

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13 - continued

Class: Series:	Soil Scientist II 040024		Statistician III 020017		Training Officer III 166009	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$833	$1,143	$833	$1,143	$ 833	$1,143
North Dakota	--	--	--	--	--	--
Oregon	--	--	--	--	--	--
South Dakota	--	--	765	990	800	1,039
Washington	--	--	873	1,108	1,033	1,313
Wyoming	--	--	804	1,284	--	--
Average	$833	$1,143	$819	$1,131	$ 889	$1,165

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13 - continued

Class: Series:	Chemist II 022005		Editor II 132002		Geologist II 024004	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$833	$1,143	$ --	$ --	$ 833	$1,143
North Dakota	903	1,219	--	--	--	--
Oregon	827	1,056	787	1,006	957	1,224
South Dakota	836	1,092	917	1,202	959	1,264
Washington	873	1,108	--	--	1,030	1,309
Wyoming	804	1,284	804	1,284	804	1,284
Average	$846	$1,150	$836	$1,164	$ 917	$1,245

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13 - continued

Class: Series:	Job Analyst II 166006		Electrical Inspector 824001		Plumbing Inspector 862005	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$1,012	$1,400	$ 919	$1,261	$ 919	$1,261
North Dakota	--	--	--	--	--	--
Oregon	--	--	1,006	1,107	1,006	1,107
South Dakota	800	1,039	765	990	730	945
Washington	1,108	1,409	1,011	1,167	--	--
Wyoming	804	1,284	697	1,109	--	--
Average	$ 931	$1,283	$ 880	$1,127	$ 885	$1,104

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13 - continued

Class:	Fishery Management Biologist		Archivist II		Administrative Officer I	
Series:	041025		101002		169011	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$833	$1,143	$757	$1,057	$691	$1,091
North Dakota	674	910	708	956	903	1,219
Oregon	827	1,056	787	1,006	751	957
South Dakota	765	990	--	--	876	1,146
Washington	832	1,056	--	--	--	--
Wyoming	645	1,027	748	1,192	804	1,284
Average	$763	$1,030	$750	$1,053	$805	$1,139

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 14

Class: Series:	Bank Examiner II 160036		Civil Engineer II 005016		Sociologist II 054014	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$ 833	$1,143	$1,012	$1,400	$ --	$ --
North Dakota	780	1,053	1,045	1,463	--	--
Oregon	1,107	1,415	1,164	1,487	--	--
South Dakota	800	1,039	959	1,264	--	--
Washington	873	1,108	1,056	1,342	--	--
Wyoming	804	1,284	989	1,284	--	--
Average	$ 866	$1,174	$1,038	$1,373	$ --	$ --

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 14 - continued

Class: Series:	Psychologist II 045005		Lawyer II 110002		Pilot II 196002	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$1,012	$1,400	$1,230	$1,702	$ --	$ --
North Dakota	903	1,219	1,271	1,779	903	1,219
Oregon	1,224	1,562	--	--	912	1,164
South Dakota	--	--	1,006	1,325	917	1,202
Washington	896	1,137	--	--	960	1,219
Wyoming	804	1,284	--	--	748	1,192
Average	$ 968	$1,320	$1,169	$1,602	$888	$1,199

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 14 - continued

Class: Series:	Data Processing Systems Analyst 012009		Personnel Officer II 166013	
State	Minimum	Maximum	Minimum	Maximum
Idaho	$1,116	$1,644	$1,012	$1,400
North Dakota	903	1,219	780	1,053
Oregon	1,164	1,487	1,107	1,415
South Dakota	876	1,146	876	1,146
Washington	985	1,252	960	1,219
Wyoming	958	1,380	697	1,109
Average	$1,000	$1,355	$ 905	$1,224

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 15

Class: Curator III
Series: 102004

State	Minimum	Maximum
Idaho	$ --	$ --
North Dakota	--	--
Oregon	--	--
South Dakota	876	1,146
Washington	915	1,162
Wyoming	--	--
Average	$896	$1,154

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 16

Class: Series:	Vocational Training Director 097001		Montana Bicentennial Commission Director 187017	
State	Minimum	Maximum	Minimum	Maximum
Idaho	$ --	$ --	$ --	$ --
North Dakota	--	--	--	--
Oregon	957	1,224	--	--
South Dakota	--	--	1,054	1,391
Washington	1,112	1,409	--	--
Wyoming	645	1,027	928	1,484
Average	$ 905	$1,220	$ 991	$1,438

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 17

Class: Series:	Gross Vehicle Weight Division, Administrator 169079		Transportation Specialist 184003		Superintendent, Institution I 187021	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$ --	$ --	$ --	$ --	$ --	$ --
North Dakota	743	1,003	--	--	--	--
Oregon	--	--	1,487	1,898	1,056	1,348
South Dakota	--	--	876	1,146	--	--
Washington	--	--	--	--	1,478	1,881
Wyoming	999	1,596	--	--	804	1,284
Average	$871	$1,300	$1,182	$1,522	$1,113	$1,504

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 17 - continued

Class: Series:	Chief, Mental Health Bureau 195035		Dentist 072002	
State	Minimum	Maximum	Minimum	Maximum
Idaho	$ --	$ --	$1,367	$1,876
North Dakota	--	--	1,271	1,779
Oregon	1,487	1,898	1,415	1,807
South Dakota	--	--	1,316	1,767
Washington	--	--	1,670	1,931
Wyoming	1,155	1,852	1,243	1,993
Average	$1,321	$1,875	$1,380	$1,859

Note: the data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 18

Class: Series:	Personnel Division Administrator 166022		Forestry Division Administrator 040002		Rehabilitation Services Division, Administrator 169096	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$ --	$ --	$1,726	$1,726	$ --	$ --
North Dakota	1,423	1,423	--	--	1,153	1,614
Oregon	--	--	1,665	2,126	--	--
South Dakota	1,054	1,391	1,165	1,165	1,625	1,625
Washington	1,409	1,792	--	--	--	--
Wyoming	1,338	2,146	1,074	1,719	1,338	2,146
Average	$1,306	$1,688	$1,408	$1,684	$1,372	$1,795

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 18 - continued

Class: Series:	Enforcement Division Administrator (Fish and Game) 379013		Montana Historical Society Director 052001		Chief, Employment Service Bureau 166036	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$1,230	$1,702	$1,367	$1,876	$1,507	$2,070
North Dakota	--	--	--	--	1,400	1,770
Oregon	--	--	--	--	1,487	1,898
South Dakota	--	--	959	1,264	--	--
Washington	1,252	1,592	--	--	1,478	1,881
Wyoming	1,074	1,719	1,157	1,852	1,155	1,852
Average	$1,185	$1,671	$1,161	$1,664	$1,405	$1,894

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 18 - continued

Class: State Librarian
Series: 100005

State	Minimum	Maximum
Idaho	$1,605	$1,605
North Dakota	1,335	1,869
Oregon	1,224	1,562
South Dakota	1,321	1,321
Washington	2,291	2,291
Wyoming	--	--
Average	$1,555	$1,730

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 19

Class:	Deputy Director Department of Fish and Game		Deputy Director Department of Social and Rehabilitation Services		Superintendent Institution III	
Series:	169099		169100		187023	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$1,507	$2,070	$ --	$ --	$1,662	$2,282
North Dakota	1,153	1,614	1,472	2,061	--	--
Oregon	--	--	1,993	2,545	--	--
South Dakota	1,316	1,316	1,750	1,750	--	--
Washington	1,517	1,931	--	--	--	--
Wyoming	1,243	1,993	1,243	1,993	--	--
Average	$1,347	$1,785	$1,614	$2,087	$1,662	$2,282

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 20

Class: Series:	Workmen's Compensation Division, Administrator 169130		Engineering Division Administrator (Highway) 005002		Deputy Director Department of Revenue 169105	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$1,267	$1,267	$1,662	$2,283	$1,230	$1,702
North Dakota	--	--	--	--	1,210	1,694
Oregon	--	--	2,094	2,672	1,721	2,198
South Dakota	1,449	1,449	1,453	1,963	1,167	1,167
Washington	1,409	1,709	1,975	2,514	1,592	2,026
Wyoming	1,333	1,333	1,440	2,313	1,243	1,993
Average	$1,364	$1,440	$1,725	$2,349	$1,360	$1,797

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 20 - continued

Class: Series:	Deputy Director Department of Administration 160072		Administrator Investments Division 020001		Physician III 070009	
State	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Idaho	$ --	$ --	$ --	$ --	$2,228	$3,063
North Dakota	1,402	1,963	--	--	--	--
Oregon	1,806	2,308	1,562	1,993	2,094	2,672
South Dakota	--	--	2,500	2,500	--	--
Washington	1,551	1,975	2,194	2,194	2,232	2,580
Wyoming	--	--	--	--	2,086	3,360
Average	$1,586	$2,082	$2,085	$2,229	$2,160	$2,919

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 20 - continued

Class: Deputy Director, Department of Institutions

Series: 169102

State	Minimum	Maximum
Idaho	$ --	$ --
North Dakota	--	--
Oregon	--	--
South Dakota	--	--
Washington	--	--
Wyoming	--	--
Average	$--	$ --

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 21

Class: Psychiatrist IV
Series: 070004

State	Minimum	Maximum
Idaho	$2,228	$3,063
North Dakota	--	--
Oregon	1,487	1,898
South Dakota	--	--
Washington	2,232	2,580
Wyoming	2,086	3,360
Average	$2,008	$2,725

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 23

Class: Clinical Director
Series: 041001

State	Minimum	Maximum
Idaho	$2,228	$3,063
North Dakota	--	--
Oregon	--	--
South Dakota	--	--
Washington	--	--
Wyoming	1,889	3,041
Average	$2,058	$3,052

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 24

Class: Psychiatrist V
Series: 070005

State	Minimum	Maximum
Idaho	$ --	$ --
North Dakota	--	--
Oregon	1,562	1,993
South Dakota	--	--
Washington	2,026	2,342
Wyoming	--	--
Average	$1,794	$2,168

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 25

Class: Superintendent, Institution V
Series: 187025

State	Minimum	Maximum
Idaho	$ --	$ --
North Dakota	--	--
Oregon	2,308	2,945
South Dakota	--	--
Washington	2,458	2,843
Wyoming	2,305	3,714
Average	$2,357	$3,167

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.